

Category 3: Goals and Objectives

Agencies should establish general organizational goals designed to implement their assigned missions and short-range plans. Additionally, agencies should establish goals and objectives to direct the priorities of operational programs (to include at least those outlined in Category V) and support services. All goals and objectives should be developed consistent with the elements of the published Strategic and Capital Improvement Plans.

Objectives are specific statements designed to document the steps necessary to achieve the agency's goal statements within a specific time period. For purposes of accreditation, objectives should be consistent with the elements of the acronym "S.M.A.R.T."

Specific

Measurable

Attainable

Realistic

Time-bound

Criterion 3A: Strategic Planning

The mission, vision and values of the agency are incorporated into a strategic plan. Once a strategic plan is in place and resources are available, the strategic plan provides direction, determines initiatives, and guides the goals and objectives of the agency.

Summary:

The department has adopted a five-year strategic plan which was published in 2021. It has been shared with all department employees, authority having jurisdiction, and is available to the public through the department's website. The goals identified in the department-level plan align with the commitments identified in the 2020 City of Lawrence Strategic Plan.

Performance Indicators:

CC 3A.1 The agency has a current and published strategic plan that has been submitted to the authority having jurisdiction.

Description

The department has adopted a five-year strategic plan which was published in 2021 and sunsets in 2026. The strategic plan is in the process of being executed by a diverse group of department members. The plan was submitted in spring of 2022 to the City Manager's Office and City Commission. The strategic plan is accessible on the department's internal and external websites.

Appraisal

The previous strategic plan was not effectively implemented. The department designed a work plan prioritization to involve a more diverse group to collaboratively accomplish strategic goals and objectives. The new work plan has been more effective through active participation and organization including meeting minutes and updated timelines.

Plan

The department's accreditation manager will continue to monitor the product provided by the prioritization plan and execution. Any recommendations for improvement will be communicated directly to the fire chief.

References

2021-2026 Lawrence-Douglas County Fire Medical Strategic Plan

May 3rd, 2022 City Commission Agenda Item H4 Annual Update Presentation

Internal Communications Team Meeting Minutes

LDCFM Strategic Plan and Priority Survey Poll Email

[FMNET Strategic Plan Post Location](#)

[LDCFM Website Where Strategic Plan is Posted](#)

3A.2 The agency coordinates with the jurisdiction's planning component to ensure the strategic plan is consistent with the community master plan.

Description

The department coordinates its strategic plan objectives in alignment with the City of Lawrence's Strategic Plan, published in 2020. All strategic goals align with the city's strategic plan commitments. The coordination of goals and commitments between the two plans can be seen with each strategic goal within the department's strategic plan.

Appraisal

The implementation of the department's strategic plan began in April 2022 and thus far, the goals and objectives have not conflicted with the city's strategic plan. The department utilized the Technical Advisor Program through the Center for Public Safety Excellence to help ensure alignment between the two plans. The kick-off meeting for the Strategic Plan Goal 1, Internal Communications, included a specific conversation indicating the alignment and importance of both plans.

Plan

The department's accreditation manager will coordinate and monitor the implementation and alignment of the activities performed within the plan and report to the fire chief any updates, challenges, and recommendations. This will be done in accordance with SOP 103.30 Continuous Improvement System each November.

References

2021-2026 Lawrence-Douglas County Fire Medical Strategic Plan; Strategic Alignment Preface (page 4)

[2020 City of Lawrence Strategic Plan](#)

Internal Communications Team Meeting Minutes

SOP 103.30 Continuous Improvement System (page 2)

Criterion 3B: Goals and Objectives

The strategic plan defines the agency's general goals and S.M.A.R.T. objectives, directs its activities in a manner consistent with its mission and is appropriate for the community it serves.

Summary:

The department's 2021-2026 Strategic Plan, which was facilitated by the Center for Public Safety Excellence's Technical Advisor Program, clearly establishes goals, objectives, and critical tasks consistent with the mission, vision, and values of the department.

Performance Indicators:

CC 3B.1 The agency publishes current, general organizational goals and S.M.A.R.T. objectives, which use measurable elements of time, quantity and quality. These goals and objectives directly correlate to the agency’s mission, vision and values and are stated in the strategic plan.

Description

The department’s goals are clearly established within both the 2021-2026 Strategic Plan and the proposed five-year Capital Improvement Plan. These goals include measurable elements of time, such as the planned timeframe for the completion of objectives related to the goal and/or proposed project. The Strategic Plan’s goals and objectives were crafted to align with the department’s mission, vision, and values, based on the feedback of both internal and external stakeholders.

Appraisal

The department has been effective in its achievement of objectives related to its goals based on the current established timeframes. In 2022, the department began working towards goal one to improve internal communications by providing a clear and effective exchange of information for enhanced continuity throughout the organization. The identified timeline for the completion of Objective 1A: Identify and analyze all current processes used in the exchange of information to determine their effectiveness. This objective was achieved ahead of the planned timeframe of six months.

Plan

The accreditation manager will continue to work closely with the strategic planning committee chairs to update timeframes for the completion of goals and objectives throughout the implementation of the strategic plan.

References

2021-2026 Lawrence-Douglas County Fire Medical Strategic Plan; Goals and Objectives (page 11)

Internal Communications Team Meeting Minutes

3B.2 The agency conducts an environmental scan when establishing its goals and objectives.

Description

The department elicits information from both internal and external stakeholders to gather intelligence to guide the development of the goals and objectives identified in its strategic plan. The department utilized the Center for Public Safety Excellence Technical Advisor Program (TAP) to assist in the development and facilitation of the planning process. This process included four virtual community meetings with representation from numerous community factions such as governance, academia, public safety, and healthcare.

Additionally, the department conducts a survey of all department employees to develop data for the internal stakeholder group to use over a three-day workshop facilitated by TAP. The overarching environmental scan included internal and external stakeholders and was inclusive in its approach.

Appraisal

The department worked with an industry subject matter expert, the Center for Public Safety Excellence Technical Assistance Program, to assist in the environmental scan to develop the goals and objectives. This strategy ensured that the process was consistent with quality practices and in alignment with the accreditation model.

Plan

The department will continue to gather data from both its internal and external environments to frame the direction of the organization. This will be done on a regular basis with the sunset of the current plan and with the development of the next strategic plan in 2027.

References

2021-2026 Lawrence-Douglas County Fire Medical Strategic Plan; Appendix 1
Community Priorities (page 27)

2021-2026 Lawrence-Douglas County Fire Medical Strategic Plan; Appendix 2
Community Comments (page 28)

2021 Departmental Internal Survey

LDCFM Strategic Planning Stakeholder Faction Map Spreadsheet

CC 3B.3 The agency solicits feedback and direct participation from internal and external stakeholders in the development, implementation and evaluation of the agency’s goals and objectives.

Description

The department gathers data, including strengths and weaknesses, from both internal and external stakeholders as part of the development of goals and objectives. This included four virtual community meetings, an internal department-wide survey, a three-day workshop with internal stakeholders to develop the goals and objectives, and a virtual presentation to the external stakeholder group of the completed strategic plan by the TAP group from the Center for Public Safety Excellence.

Appraisal

The external stakeholder meetings were completed using a virtual system due to the COVID-19 pandemic. Using virtual technology allowed for the department to connect with stakeholders, but the process was less clear, and the survey results could have had a better return with direct interaction with that group. The internal survey was facilitated by the department and the raw results were shared with all department employees, allowing both department-wide contribution and review. The group of internal stakeholders were able to use both internal and external feedback to develop goals and objectives.

Plan

The department will continue to gather data from both internal and external stakeholders and will strive to have more in-person interactions as part of the process with the cessation of the COVID-19 pandemic.

References

- LDCFM Strategic Planning Stakeholder Faction Map Spreadsheet
- 2021 LDCFM Strategic Planning Internal Survey Raw Data
- 2021-2026 Lawrence-Douglas County Fire Medical Strategic Plan, External Survey Results (pages 28-39)

3B.4 The agency uses internal input to implement and evaluate its goals and objectives and to measure progress in achieving the strategic plan.

Description

The department utilizes internal input to gather data leading up to the development of goals and objectives in the strategic plan.

Appraisal

The department developed an internal survey to gather input from all department members towards the development of the 2021-2026 Strategic Plan. This input was shared with all department members and the internal stakeholder group to assist in the development of goals and objectives. This process worked adequately in providing a medium to gather data; however, the survey tool was open to allow members to contribute as many times as they wanted which likely influenced the data.

Plan

The department will continue looking for opportunities to gather input from employees to assist with the development of goals and objectives. The department will also look for enhanced systems to manage the input contributions more effectively.

References

2021 LDCFM Strategic Planning Internal Survey

3B.5 The governing body reviews the agency's goals and objectives and considers all budgetary and operational proposals in order to ensure success.

Description

The department shares its goals and objectives with the City of Lawrence and Douglas County Commissions formally in presentations during public meetings. These goals and objectives influence budget requests and deployment recommendations.

Appraisal

Department presentations to both City and County commissions have occurred and both commissions have seen budget proposals in alignment with goals and objectives. Both commissions have considered proposals to assist in achieving goals and objectives.

Plan

The department will continue to communicate with both City and County commissions on progress towards goals and objectives in annual presentations.

References

May 3rd, 2022 City of Lawrence Commission Agenda Item H4 Annual Update
Presentation

June 22nd, 2022 Douglas County Commission Agenda Item 3.1 Annual Compliance
Report Presentation

3B.6 When developing organizational values, the agency seeks input from its members and is in alignment with its community.

Description

The department considers input from all employees for the development of organizational values as described in its 2021-2026 Strategic Plan.

Appraisal

The department gathered input, both internally and externally, as part of the development of the 2021-2026 community-driven strategic planning process. The internal stakeholder group utilized the input from both groups to establish the values as described in the strategic plan. The process was facilitated by the CPSE Technical Advisor Program and worked effectively to structure the collection process and the process of values development.

Plan

The department will continue looking for opportunities to gather input from employees to assist with the development of goals and objectives.

References

2021-2026 Lawrence-Douglas County Fire Medical Strategic Plan; Appendix 3 – SWOT (page 40)

2021 LDCFM Strategic Planning Internal Survey

Criterion 3C: Implementation of Goals and Objectives

The agency uses a management process to implement its goals and objectives.

Summary:

The department uses the new 2021-2026 Strategic Plan, along with a management tool through Microsoft Teams, to implement and manage the department's goals and objectives. The department provides information explaining the goals and objectives within the 2021-2026 Strategic Plan. This information is currently available on the department's intranet and accessible from any department network computer. The strategic plan and updates to the goals are shared with all employees through shift presentations and updates.

Performance Indicators:

CC 3C.1 The agency identifies personnel to manage its goals and objectives and uses a defined organizational management process to track progress and results.

Description

The department identifies specific personnel to manage goals and objectives and uses the 2021-2026 Strategic Plan and a tool within Microsoft Teams to track progress. Strategic goal task groups are organized with key roles including the goal chairperson and scribe.

Appraisal

Strategic planning roles have worked well thus far with responsibilities being clear for organization and communication. The tracking tool has been effective with developments with the new strategic plan, objective 1: Internal Communications.

Plan

The accreditation manager will continue to use the current management system to establish key roles within the strategic groups and track progress. The accreditation manager will provide a recommendation to the fire chief should efficiencies be identified.

References

2021-2026 Lawrence-Douglas County Fire Medical Strategic Plan (page 11)
Microsoft Teams Tracking Tool (available on-site)

CC 3C.2 The agency's personnel receive information explaining its goals and objectives.

Description

The department provides information explaining the goals and objectives within the 2021-2026 Strategic Plan. This information is currently available on the department's intranet and accessible from any department network computer. Framed posters can be found in station living quarters, providing a high-level overview of the strategic goals and objectives. The strategic plan and updates to the goals are shared with all employees through shift presentations and updates.

Appraisal

The department provided access to the goals and objectives documents any time employees are at work. The presentations were about a new development for updates related to strategic planning work. Thus far, they have been effective with engagement and follow-up after the interactions. Presentations have been provided by both the CPSE TAP and the chairperson of the internal communications group.

Plan

The department will continue to provide informational updates on the department's goals and objectives through shift presentations and accessibility to the Strategic Plan through the intranet. This process will be managed by the accreditation manager.

References

CPSE Statement of Work Step 13 Shift Briefing on the 2021-2026 Strategic Plan
Internal Communications Shift Update Presentation

3C.3 The agency, when necessary, identifies and engages appropriate external resources to help accomplish its goals and objectives.

Description

The department's strategic goals and objectives are established through the Commission on Fire Accreditation International 2018 Accreditation Report recommendations, the department's strategic plan, and the city's strategic plan. For many of these goals and objectives, the department engages with external resources and agencies. The department's work with external city departments, as well as other regional and county agencies provides access to differential datasets and resource allocation to diversify analytics and implementation ability.

Appraisal

The department has identified partners through the community, such as the University of Kansas and Lawrence-Douglas County Public Health to partner on organizational initiatives; however, measurable outcomes have yet to be achieved through these valuable partnerships. The department has requested administrative resources to assist with these community connections for community risk reduction through public education, but they have not been authorized.

The department has identified a gap in fully capitalizing on external resources when working towards the established goals and objectives. Resources have been utilized to fulfill some goals but there is potential related to solely addressing gaps versus the collaboration potential. The department has identified enhanced collaboration with external resources to specifically address external communication and recruitment (2021-2026 Strategic Plan Goals 2 & 6)

The department's work towards the 2018 Accreditation Report recommendations included:

- Collaboration with the Douglas County Emergency Communication Center to establish alarm answering and alarm processing workflow enhancements. The department plans to continue working on establishing agreed-upon benchmarks for alarm handling (2C.5).

- Through the evaluation of the department's standard of cover, resource capabilities, resiliency, and reliability, partnerships with the city's Information Technology (IT) Department, the city's Police Department, the city's Municipal Services and Operations department, Lawrence-Douglas County Public Health, and Douglas County Emergency Management and geographical information systems (GIS) team were utilized to collect differential community data. This data was aggregated to formulate recommendations on station location (2C.5).
- To conduct an evaluation of current manpower to determine prevention division staffing (5A.3) and administrative division staffing (3D.2 & 9C.1), the department worked with the Heart of America Accreditation Consortium to create a study to identify administrative resources comparable to other agencies in the region.

The department's goals and objectives, identified through the strategic planning process (2017-2021 LDCFM Strategic Plan) have incorporated collaboration from external resources including:

- Certification and continuing education requirements through the University of Kansas Fire Rescue Training Institute (KFRTI) (Goal 1 Objective 1E).
- The staffing levels during special events for the University of Kansas and the city of Baldwin (Goal 2 Objective 2B).
- Technology system implantation with the city's information technology department (Goal 3 Objectives 3A & 3E)
- Strengthening relationships with external partners with the University of Kansas, Douglas County Emergency Management, Douglas County Emergency Communications Center, and Douglas County Township departments (Goal 4 Objectives 4A).
- Identifying, acquiring and maintaining physical resources through the city's Municipal Services and Operations Department (Goal 5 Objective 5A).

Plan

To expand and improve the effectiveness of external resource collaboration, the department will incorporate other entities to be a part of task force work and broaden the

implementation scope. For example, the department will collaborate with the county public information officer (PIO) team to supplement external communication efforts (Goal 2). To bolster the leadership and development initiative (Goal 3), the department will work with agencies that offer training education opportunities such as the Center for Public Safety Excellence (CPSE), the National Fire Academy, the University of Kansas, etc. The City of Lawrence also provides educational opportunities through a variety of outlets. When possible, the department will work with already established teams to enhance outcomes of identified goals. For example, the city has newly created commitment and outcome teams that are comprised of subject matter experts from all city departments, that can be utilized for a variety of topics (safe and secure, community engagement, diversity, equity, and inclusion, etc.).

The department will continue to request resources to make more effective connections and ultimately have measurable impacts on department goals and objectives.

References

- 2023 Program Improvement Request Form LDCFM Support Services (pages 2, 6, 8)
- Commission on Fire Accreditation International 2018 Accreditation Report (pages 30-44)
- 2020 Station Optimization Study (page 1)
- 2016-2021 Lawrence-Douglas County Strategic Plan (pages 29-49)
- 2021-2026 Lawrence-Douglas County Strategic Plan (pages 9, 13, 20)

Criterion 3D: Measurement of Organizational Progress

Processes are in place to measure and evaluate progress toward completion of goals and objectives and overall plan performance. The goals and objectives are re-examined and modified periodically.

Summary:

The department reviews its goals and objectives annually, and prioritizes them based on internal input. The department also performs annual program appraisals which evaluate inputs, outputs, and outcomes. Lastly, the department reviews its performance annually and publishes updates within the annual Commission on Fire Accreditation International Annual Compliance Report (CFAI ACR). The review includes efforts towards CFAI recommendations, annual program evaluations, response performance, and response times by risk category and classification.

Performance Indicators:

CC 3D.1 The agency reviews its goals and objectives at least annually and modifies as needed to ensure they are relevant and contemporary.

Description

The department reviews its goals and objectives annually and prioritizes them based on internal input. The department publishes its strategic plan based on both internal and external stakeholder information. Once the strategic initiatives are identified by internal stakeholders, goals are published and then prioritized by an internal survey.

The department also performs annual program evaluations, evaluating inputs, outputs, and outcomes. These annual evaluations are shared in the CFAI ACR.

Appraisal

The review and prioritization process were new to the department in late 2021. The prioritization process was effective to identify the order in which goals were to be pursued at that time. The survey tool to prioritize the goals and objectives worked adequately based on a 44% response rate. The department has not yet modified the priorities based on the new strategic plan.

The department’s program appraisals have assisted in the development of next steps within program management and budget requests.

Plan

The accreditation manager and fire chief will review the strategic plan annually and elicit feedback from department members to ensure relevancy. The accreditation manager will also continue to coordinate the development of annual program evaluations to aid in steering new goals and objectives.

References

2022	CFAI	ACR
LDCFM Strategic Plan and Priority Survey Poll Email		
2021 Fire Suppression Program Appraisal		

CC 3D.2 The agency reviews, at least annually, its overall system performance and identifies areas in need of improvement, which should be considered for inclusion in the organizational goals and objectives.

Description

The department reviews its performance annually and publishes updates within the annual CFAI ACR. The review includes efforts towards CFAI recommendations, annual program evaluations, response performance, and response times by risk category and classification. Additionally, updates from the department's goals and objectives are included as part of the exhibits in the annual CFAI ACR. The department also publishes an annual report that describes annual department activity.

Appraisal

The department has used the CFAI ACR as its annual comprehensive performance report. This report has been difficult to digest for readers given its length, particularly for elected officials.

Plan

The accreditation manager will work with the fire chief to develop a leaner, more digestible, annual report which will include updates on goals and objectives. This new report will be released in early 2023.

References

2022 CFAI ACR (pages 11-44)

2021 Annual Report

3D.3 The agency provides progress updates, at least annually, on its goals and objectives to the AHJ, its members and the community it serves.

Description

The department publishes and presents its ACR to the City Manager, and both the City and County Commissions annually. The ACR and Strategic Plan are also available on the department’s website for the community to view.

Appraisal

The annual presentations to both commissions have been marginal at providing updates to commissions as the allowed timeframes are very short for presenting, often 10-15 minutes. The connection of the strategic plan to the community is overwhelmingly marginal as the city also has a higher-level City Strategic Plan. With multiple plans, it is possible that the goals and objectives could become confusing.

Plan

The accreditation manager will work with the fire chief to develop a new and improved internal and external communication strategy to connect more effectively with both internal and external stakeholders by spring 2023.

References

2022 CFAI ACR

[2020 City of Lawrence Strategic Plan](#)